2007–2008

Saskatchewan

Provincial Budget

Performance Plan

Saskatchewan Highways and Transportation

Minister's Message

As Minister responsible for Saskatchewan Highways and Transportation (DHT), it is my pleasure to submit the Performance Plan for 2007-08 and beyond. This report outlines our plan for making progress on long-term strategic outcomes. I am committed to completing the key actions identified in our Performance Plan and reporting the Department's progress to the people of Saskatchewan in the 2007-08 Annual Report.

In the coming year, the Department will undergo a significant shift in policy and planning based on the implementation of our new multi-year transportation strategy, *Transportation for Economic Advantage* (TEA). This strategy provides $5 billion over 10 years to fundamentally realign Saskatchewan's transportation network to meet the needs of a largely export-dependant economy that is diverse, dynamic, and growing rapidly. This includes $434 million in 2007-08 to implement year one of the strategy.

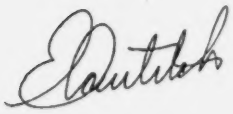
Transportation for Economic Advantage is a new way to look at the movement of people and goods in response to current economic and fiscal conditions. It endeavours to provide a transportation network that supports economic and social growth in Saskatchewan. We will continue to develop successful partnerships and consult with our stakeholders to implement this plan. Safety and innovation remain key priorities for the Department.

Drafting this new transportation strategy represents a collaborative and comprehensive effort by the Department of Highways and Transportation, provincial stakeholders and the private sector over the past several months. Recognising and responding to immediate needs resulted in the Province announcing key components of the Strategy leading up to a formal announcement on March 6, 2007.

I am pleased to note that in November 2005, the Premier of Saskatchewan announced a central pillar of our new Strategy, the Northern Economic Infrastructure Strategy (NEIS) - Roads to Prosperity. As well, we have embarked on our First Nations Access Road initiative with the announcement of major projects improving access to Red Earth, Shoal Lake, Big River, and Witchekan Lake First Nations communities, and the Fort Qu'Appelle All Nations Healing Hospital.

The NEIS and our Access Road initiative contain the elements necessary to provide the economic and social connections our northern and First Nations citizens require for them to share in the future prosperity of Saskatchewan and Canada.

The 2007-08 Performance Plan establishes ambitious goals, which I believe will position our province to capture the opportunities and benefits of a booming economy for the betterment of Saskatchewan families and a brighter future for our youth.



Eldon Lautermilch
Minister of Highways and Transportation

Transportation for Economic Advantage

The 2007-08 Performance Plan reflects the priorities and outcomes identified in the Department's new strategy – *Transportation for Economic Advantage* (TEA), which is a bold response to Saskatchewan's changing economy that takes a more strategic view of transportation development than has been done in the past. TEA is more than a plan to fix roads – it is a comprehensive, multi-year economic development strategy that builds on Saskatchewan's natural advantages.

TEA makes life better for Saskatchewan families by strengthening public access to health care and by advancing a green agenda through improved transportation efficiency. Through enhanced job opportunities resulting from the economic outcomes of the strategy, an even stronger future for our youth will be created. Saskatchewan families will see the benefits of these strategic transportation investments through increased economic activity and enhanced community connection.

Transportation for Economic Advantage will focus investment in six key areas:

1. **International Gateway and Corridor Connectors –** These are provincial highways that are designated as part of the National Highway System connecting Saskatchewan to regional, national and international markets. A key action in this area is the twinning of Highway 1 east and Highway 16 west, which is planned for completion in 2007.

2. **Urban Connectors –** Our cities are growing and expanding, creating a need to develop infrastructure that integrates key provincial corridors with municipal transportation to ensure seamless, safe connectivity through urban areas.

3. **Rural Economic Corridors –** These corridors link regional economies to national and international trade routes. Although Saskatchewan's system of primary weight highways is extensive, significant gaps remain in providing some economic sectors with competitive connection to the marketplace. In 2007-08, upgrades will take place on sections of Highways 8, 13, 21, 26, and 45, from thin membrane surface (TMS) structures to pavement under this initiative.

4. **Roads to Prosperity – the Northern Economic Infrastructure Strategy** – This is the second year of the $65.5 million provincial investment building new and improved transportation links throughout northern Saskatchewan. These transportation links provide better access to the vast natural resources of the region, to employment created by new economic and tourism development opportunities, and to health care and education opportunities for northern and Aboriginal communities. In the coming year, among other projects, this will include improvements to the Garson Lake Road (Highway 956), linking Saskatchewan directly to the oil sands (Fort McMurray) region of Alberta.

5. **First Nations Connections** – Improvements will be made to access roads leading into southern First Nations communities (outside the scope of the NEIS strategy) to provide better connections to main highways. This will allow First Nation communities to more fully participate in a thriving economy and have better access to employment, health care, education and social opportunities. In 2007-08, work will continue to improve access for the Shoal Lake, Red Earth, Big River, Witchekan Lake, and Onion Lake First Nations, and the Fort Qu'Appelle All Nations Healing Hospital.

6. **Regional Shortline Railways and Airports Strategies** – A healthy shortline railway network is essential to move freight to main lines for efficient carriage of export goods to gateway destinations. Shortline railways encourage competition and provide a local option for shippers resulting in reduced costs. In addition, a sustainable core network of regional airports is critical for regional economic and social development. These transportation modes will be supported and improved under TEA.

For more information about TEA, please visit the Department's website at www.highways.gov.sk.ca.

Who We Are

The mandate of Highways and Transportation is to optimize transportation's contribution to the economic and social development of Saskatchewan by operating, preserving, and guiding the development of the provincial transportation system and enhancing provincial transportation system assets.

Saskatchewan's road network consists of 9,249 km of asphalt concrete pavements, 4,929 km of granular pavements, 6,102 km of thin membrane surface (TMS) highways, 5,621 km of gravel highways, and 171 km of ice roads.

As of October 1, 2006, the Department had 1,476 employees stationed in 105 Saskatchewan communities. Department crews are responsible for most surface repair activities like crack filling, sealing, and patching. They provide snow and ice control, pavement marking, and gravel location services. Department crews also repair and replace signs, most small bridges and drainage structures, and operate the Saskatchewan River ferries, the Wollaston Lake barge, and the 18 northern airports.

As the Department moves into the 2007-08 fiscal year, it will begin implementing a new multi-year strategy – *Transportation for Economic Advantage* (TEA) – that provides a broad, strategic view to advance interests of urban, rural, northern, and Aboriginal communities and promotes both economic and social development. Delivery of TEA will be accomplished by operational and policy activities that support the development of an integrated system of key transportation corridors that enable safe, seamless, and efficient movement of goods and people.

Responsibilities for carrying out the Department's mandate are distributed among the Department's three divisions, plus Communications Branch and Human Resources Branch.

Through its Operations Division, the Department is responsible for managing the Province's 26,072 km of highways, 805 bridges, 453 large culverts, 12 ferries on the Saskatchewan River system, and 18 northern airports, which contributes to safety and efficiency of the transportation system. This includes developing preservation and operating programs for these assets. All design and construction activities for contracted preservation and capital projects, operational (snow and ice control, pavement marking, signing, ferries) and maintenance programs are also managed and delivered by Operations Division.

The expertise within this division is also used in developing and maintaining standards, policies and procedures, as well as provision of expert engineering, leadership, innovation, training, and services on all aspects of highway and bridge design, construction and operations.

In order to ensure that traffic can move as safely and seamlessly as possible between provincial and municipal road networks, the Department works with rural municipalities by providing technical advice and guidance on bridge and roadway design and construction and performing rural municipal bridge inspections. It also administers the Municipal Heavy Haul, Traffic Counting, and Bridge programs for the Department of Government Relations.

Policy and Programs Division works with other jurisdictions, industry stakeholders, and shippers to ensure consistency between legislative and regulatory frameworks. This encourages efficiency and effectiveness throughout the system and among the transportation modes of road, rail, air, and marine. The Department also promotes efficiency and competition among transportation modes through its trucking programs and shortline advisory services. Provincially operated northern airports play an important role in providing access to socio-economic development opportunities for residents of the north.

Corporate Services Division provides planning, budgeting, performance management, financial, accounting, forecasting, and business systems support, including geographical information systems (GIS), to the Department. Communications Branch is responsible for strategic communications and education and awareness programs aimed at promoting safety. Organizational development, succession planning, occupational health and safety, and other human resources services are delivered by Human Resources Branch.

DHT participates in transportation planning by working with stakeholders such as Area Transportation Planning Committees (ATPC) to define system needs and strategically invest transportation resources towards garnering greater economic and social returns to communities in the province. The Department administers the Area Transportation Planning (ATP) Support Program ($265,000) within its regional offices. The Program is intended to provide funding for transportation studies and programs and the development of strategic plans.

The Strategic Partnership Program (SPP) facilitates partnerships that support the strategic preservation and management of low traffic volume TMS highways through cost-effective, mutually beneficial agreements with municipalities and First Nations to provide acceptable levels of service for local residents.

The Department owns, operates, and maintains its own maintenance equipment fleet. Book value of the Department's equipment fleet assets is about $53.2 million and the replacement cost is approximately $158.8 million.

For more information about specific Department programs and initiatives, please visit the DHT website at www.highways.gov.sk.ca.

Plan at a Glance

During 2006-07, Saskatchewan Highways and Transportation introduced the concept for the *Transportation for Economic Advantage* (TEA) strategy. TEA was shaped by international, national, and local trends that affect Saskatchewan Highways and Transportation. The 2007-08 Performance Plan realigns the Department's goals, objectives, and performance measures with TEA. The Performance Plan translates the multi-year Strategy into an action plan that will help the Department achieve its goals and objectives.

The following summary of the Department's Performance Plan reflects the new Strategy, but also builds on previous plans and results. The goals and objectives will guide the Department as it pursues its vision; performance measures gauge progress towards achieving success of the strategy. The Performance Plan will continue to evolve and develop as the Department responds to Saskatchewan's growing and changing economy. The key actions contained in this document relate to the 2007-08 fiscal year only. The Department will report the results achieved against planned progress in the 2007-08 Annual Report.

OUR VISION

Enabling transportation that supports economic and social growth in Saskatchewan.

GOAL 1

Transportation as an economic enabler

***OBJECTIVE 1** – Completed strategic transportation corridors*

Performance Measures

- Cumulative per cent of twinned highway opened to traffic
- Cumulative per cent of primary weight expansion completed

***OBJECTIVE 2** – Reduced cost of moving goods and people by road, rail, air, and marine*

Performance Measure

- Value of economic development generated by the Department's trucking programs

GOAL 2

Well maintained transportation infrastructure for economic advantage

OBJECTIVE 1 – *Maintained transportation infrastructure network to meet the economic and social needs of the Province*

Performance Measures

- Per cent of National Highway System and Rural Economic Corridors in "good" condition
- Per cent of kilometres rehabilitated on the National Highway System to meet the targeted life cycle

OBJECTIVE 2 – *Reduced damage on the highway system caused by overweight vehicles*

Performance Measure

- Per cent of overweight trucks on the highway system

GOAL 3

Safe movement of goods and people

OBJECTIVE 1 – *Increased public awareness*

Performance Measures

- Number of calls and website hits to the Highway Hotline
- Recall of Snow Zone and Orange Zone ads

OBJECTIVE 2 – *Improved safety through program development and delivery*

Performance Measures

- Ratio of partnership trucking fleet collision rate compared to the Saskatchewan commercial trucking fleet collision rate
- Per cent of commercial vehicles inspected that are not mechanically fit and placed out of service
- Per cent of Department fleet inspected that are not mechanically fit and placed out of service

GOAL 4

Transportation contributes to socio-economic development

***OBJECTIVE 1** – Implement the provincial Northern Economic Infrastructure Strategy*

Performance Measures

- Cumulative per cent of northern community access roads improved
- Value of work completed by northern contractors/communities
- Per cent of northern residents employed by contractors on Department construction projects in northern Saskatchewan

***OBJECTIVE 2** – Improved access for First Nations communities*

Performance Measure

- Change in First Nations population served by a surfaced access road

***OBJECTIVE 3** – Effective environmental stewardship*

Performance Measure

- Under Development

GOAL 5

Organizational excellence

***OBJECTIVE 1** – Increased workplace safety*

Performance Measures

- Number and severity of at-work injuries
- Yearly average results of contractor traffic accommodation work zone audits

***OBJECTIVE 2** – Increased organizational capacity to manage for results*

Performance Measure

- Under development

2007-08 Financial Overview

In 2007-08, the Province will invest $433.6 million on the provincial transportation system.

The Department's funding is reported in two separate votes. One vote provides for the overall operation and preservation of the provincial transportation system. Investment is focused on surface repair and preventative maintenance along with operational activities such as: snow and ice control, pavement marking, sign replacement, vehicle weight and dimension regulations enforcement, and ferry and airport operations. The vote also includes the amortization expenses for the Province's highway and bridge assets. The second vote provides for capital investment in the Province's infrastructure assets. This includes priorities like accelerated twinning of the National Highway System, resurfacing pavements and rebuilding rural TMS highways.

The distribution of Department spending by program area is shown below:

2007-08 OPERATING ESTIMATES	*(in thousands of dollars)*
Central Management and Services	$ 19,484
Operation of Transportation System	84,371
Preservation of Transportation System	117,724
Strategic Municipal Roads	15,900
Transportation Policy	2,315
Custom Work Activity	–
Machinery and Equipment	8,500
Total Operations Appropriation	$ 248,294
Less Capital Acquisitions	(11,081)
Plus Amortization of Capital Assets	97,575
Total Operating Expense	$ 334,788
Revenues	12,577
FTE Staff Complement	1,480.1

2007-08 CAPITAL ESTIMATES	*(in thousands of dollars)*
Infrastructure Rehabilitation	$ 62,552
Infrastructure Enhancement	122,753
Total Capital Appropriation	$ 185,305

2007-08 TOTAL APPROPRIATION	*(in thousands of dollars)*
Operations Appropriation	$ 248,294
Capital Appropriation	185,305
Total Appropriation	$ 433,599

Note: More than 80 per cent of the Department's revenue comes from federal cost shared programs related to infrastructure development and improvement.

Trends and Issues

INTERNATIONAL TRADE FLOWS

Exports are key to the national economy. As international markets continue to expand, the country's infrastructure will be challenged to meet the demand. Emerging economies are playing an increasingly influential role in the world economy and represent an opportunity for Canada.

Modern and efficient transportation systems are vital to the success of economic growth and social well being. Private and public sector transportation service providers are struggling to adapt to a variety of often competing pressures. Customer requirements, new competitive influences, shifting markets, changing supply chain relationships, an infusion of information and communications technologies and new environmental, security and safety concerns are contributing to the shift to a more integrated and flexible transportation environment.

The global economy is changing; the new and growing economies of Asia, South America and Eastern Europe are providing new trade opportunities for Saskatchewan. Capturing these opportunities requires new thinking to be applied to the future development of the transportation system.

Transportation costs are the single highest component in moving bulk commodities to market and have a high impact on competitiveness and the province's ability to grow and prosper. In 2005, Saskatchewan exported $30 billion in goods and services including crude oil, potash, durum and wheat, canola, wood pulp, flax, peas, lentils, and uranium [Source: Saskatchewan Bureau of Statistics]. Over the past 10 years, Saskatchewan's international exports have been the most important contributing factor to the province's overall economic growth.

NATIONAL INITIATIVES

The increasing importance of the trade agenda to the federal government and the growing western region economy provides an opportunity for Saskatchewan to benefit from federal investments supporting this agenda. More specifically the Asia Pacific Gateway and Corridor Initiative (APGCI) provides opportunities to improve the efficiency of national supply chains and provide for enhanced intermodal connectivity.

The current federal focus on trade demonstrated by the APGCI and their recognition of the uniqueness of the trade corridor linkages that exist with each of the four western provinces provides Saskatchewan with the opportunity to further advance rural economic corridors beyond the recent implementation of the primary weight highway expansion that occurred on July 1, 2006. DHT has identified the priority short term and strategic medium and long term investments in provincial and rural municipal road infrastructure to significantly advance the completion of the rural economic corridor system. Initiatives under the auspices of the Western Provincial Transportation Minister's Council, the APGCI and the Council of the Federation will ensure that Canada's transportation system is safe, secure, and supportive to the global trading network.

PROVINCIAL AND LOCAL TRENDS

Saskatchewan has the largest network of highways and roads in Canada and a relatively small population. These factors, combined with federal policy changes that have transferred an enormous amount of freight onto the roads from the rail system, create challenges to sustaining the provincial transportation system over the long-term.

The Department is responsible for managing the transportation system to enable economic development and support public programs and services. It also ensures that the legislative and regulatory environment within the province allows for the seamless and safe movement of goods through standardization and harmonization with neighbouring jurisdictions.

MAINTENANCE OF THE SYSTEM

Future infrastructure requirements, demanded by industry to support economic initiatives, are increasing as the economy grows. Social needs continue to be a challenge given Saskatchewan's extensive low volume road network and low population density.

Additional funding is required to ensure that the condition of the National Highway System (NHS) and rural economic corridors do not continue to deteriorate further. The failing condition state that is so prevalent on the thin membrane surface (TMS) highways is now starting to appear on the paved system and must be addressed immediately.

TRUCK TRAFFIC

Truck traffic continues to increase on the highway system in response to the growth of value added industries and the export based economy. Truck traffic on Highway 1 east has increased by 72 per cent, from 844 trucks per day in 1995 to 1,449 trucks per day in 2005 [Source: Infrastructure and Land Branch, Department of Highways and Transportation].

Branch line abandonment and elevator consolidation have resulted in more grain transportation by truck on rural highways not designed to carry heavy truck traffic. More than 4,000 km of rail lines have been abandoned since 1974, a reduction of almost 30 per cent. As well, since the mid 1990's, the number of grain elevator operating units has been reduced by approximately 70 per cent. A second wave of elevator closures is expected over the next five to ten years [Source: Transportation, Trade and Logistics Branch, Department of Highways and Transportation].

AIR SERVICES

Demands for provincial support associated with air infrastructure continue to increase. Northern air operations, maintained by the Department, provide key services for First Nations and Métis communities, northern economic development and other industries.

The majority of the southern airports are deteriorating with limited resources to undertake rehabilitation or minor capital improvements. In addition to Saskatoon and Regina, there are 128 airports located throughout southern Saskatchewan. These airports service small communities and a number are strategic for regional economic development, emergency medical services, tourism, recreation and other services. The Province continues to work with the federal government and other stakeholders to address the viability of small airports.

ACCESS TO ABORIGINAL COMMUNITIES

Lack of transportation infrastructure limits social and economic development opportunities for First Nations and Métis communities. There is an opportunity to work with more than 70 First Nations and Métis partners to address the sustainability of over 2,200 km of roads that serve northern and southern rural Aboriginal communities. Infrastructure improvements will lead to inclusion and prosperity for First Nations and Métis communities, including:

- employment and business opportunities both on- and off-reserve;
- training, mentoring, and capacity building opportunities;
- third party investment;
- education;
- retail trading;
- multi-stakeholder priorities; and
- medical services.

SAFETY

The safety of Canada's road transportation has steadily improved over the past 25 years.

The national target for *Road Safety Vision 2010* is a 30 per cent reduction in the average numbers of road users killed or seriously injured during the period 2008 to 2010, compared with 1996 to 2001. Road travel accounts for over 90 per cent of all fatalities within the transportation system. Targets have also been identified in other areas including increasing seat belt use, addressing high risk driver behaviours, and decreasing casualties involving commercial carriers. [Source: "Canada's Road Safety Vision: Looking Back and to the Future" June 2003]

Changes from 2006-07 Performance Plan

In the 2006-07 Performance Plan, Highways and Transportation published four goals, 12 objectives, and 19 performance measures. Because the plan has been realigned with the TEA strategy, five goals, 11 objectives, and 17 performance measures will be published in the 2007-08 Plan. Two objectives and six performance measures have been phased out of the plan as a result of the realignment. Five new measures have been added and three performance measures have been revised. An additional reduction in the overall number of measures is the result of combining two measures into one in the current plan. One new goal – Organizational Excellence – has been added to the plan.

References to the principal and regional highway systems have been removed from the 2007-08 Performance Plan because they no longer apply within the integrated transportation network described by *Transportation for Economic Advantage*. The Department will now describe its investment priorities in terms of the National Highway System and Rural Economic Corridors.

The performance measure "Per cent of provincial railway operators with approved safety management plans" has been phased out of the plan because it has reached the 100 per cent compliance level and will continue at that level in the future. It has been replaced with a key action to maintain 100 per cent compliance. Additionally, the Department is working on a new safety indicator to replace the outgoing measure of "Per cent of accidents involving injury or fatality" with a measure that is more indicative of the Department's safety improvement activities.

Trendline information has been added to complement most performance measures in this plan, including the most recent data available, to provide additional context and historical information for the reader. The Department will continue its work on developing measures in line with *Transportation for Economic Advantage*, and addressing challenges with methodology and data availability for existing measures throughout 2007-08. The result will be a set of measures that will effectively and fully measure the success of implementing TEA.

Goals, Objectives, Actions, and Measures

This section provides the detailed 2007-08 Performance Plan for Saskatchewan Highways and Transportation. The Plan supports enabling an integrated, safe, and efficient transportation system that supports economic and social growth in Saskatchewan.

The goals and objectives provide overarching direction that will guide the Department as it implements the key actions that will be completed in 2007-08. Performance measures will gauge progress towards meeting the established goals and objectives.

In 2006-07, the Department began implementing an enterprise risk management process to support existing decision-making processes. As experience is gained with integrating risk management into existing planning and decision making, the Department will increasingly provide more and better public reporting on risk management activities in performance plans and annual reports in future years.

The Department continues to identify major risk factors such as weather and inflation, as has been done in past performance plans and annual reports, however, a more consistent approach to managing risks across the Department will be utilized. This will help the Department better understand and manage the uncertainties it faces in terms of achieving its strategies, goals, and objectives.

The Department's operations are directly affected by inflation and weather. In combination or alone, inflation and weather can impact the Department's achievement of key actions and performance measures results. In 2006, construction costs on key Department items were, on average, 55 per cent higher than 2004 costs. Factors related to increased costs include: equipment maintenance and capital costs, increased fuel costs, increased competition for labour, decreased number of bidders on Department contracts, increased material costs, shortage of equipment parts, global marketplace conditions, higher contractor contingencies, and other risk factors.

Weather impacts road conditions, the amount of capital and preservation work that can be completed in a season, and winter snow and ice control expenditures. A dry summer means that grading and resurfacing projects can proceed on schedule. However, a late spring and/or early winter can shorten the construction season substantially, delaying project completion until the following year.

Winter snow and ice storms also play a significant role in driving the Department's operational costs, as the Department provides service based on the need to ensure an acceptable level of driver safety and is unable to control weather patterns. With global warming and climatic change influencing world weather patterns, temperatures generating freezing rain or

temperatures around the freezing point have become more common. Costs for the Department to treat highways in response to freezing rain or an ice storm are two to three times higher than responding to snow storms at lower temperatures. Higher costs to treat freezing rain conditions are driven by additional costs for specialized equipment, more intensive labour requirements, and addition of materials such as salt or sand.

GOAL 1

Transportation as an economic enabler

***OBJECTIVE 1** – Completed strategic transportation corridors*

In conjunction with a strong demand for our products, Saskatchewan's economy is shifting. Strategic investments in our transportation network will ensure the smooth flow of goods and services that feed our expanding economy.

The Department has identified a number of major corridors that are important to inter-provincial and international trade and/or support emerging areas of significant economic activity such as: oil and gas, mineral exploration, manufacturing, agriculture, forestry, and tourism. Developing corridors is about supporting decisions that have already been made by the market place and ensuring the transportation network makes a positive contribution towards the competitiveness of Saskatchewan's producers and exporters.

Activities such as twinning, primary weight expansion, and identification of strategic transportation corridors will help the Department achieve this objective. In the future, the Department plans to enhance corridors along areas of economic investment so that regional economies have access to national and international transportation and logistics systems that deliver products to market.

Key Actions for 2007-08

- Complete twinning on Highway 1 east and Highway 16 west.
- Complete the twinning of Highway 11 from Warman to North of Osler.
- Upgrade 60 km of rural economic corridors.
- Upgrade the Highway 219 investment corridor by grading and paving 10 km from Saskatoon to Beaver Creek.
- Increased funding for roads that are damaged by heavy trucks.

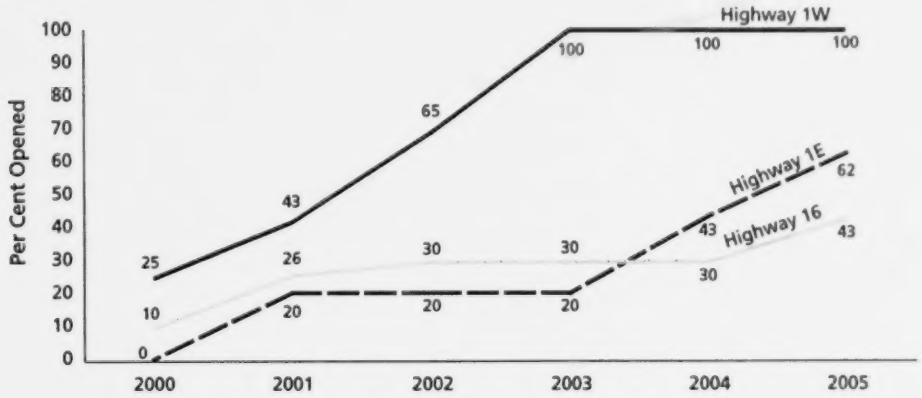
What are we measuring?

Cumulative per cent of twinned highway open to traffic

Progress to date

See the following graph

CUMULATIVE PER CENT OF TWINNING INITIATIVE OPENED TO TRAFFIC



(Data Source: Highways and Transportation – Highway Inventory System)

This measure reflects the contribution twinning makes to the Department's economic enablement and social development goals, and indicates progress in delivering our twinning commitments. The completion of the twinning initiatives is important for commercial (e.g., transport of goods) and consumer (e.g., tourism) confidence in the provincial transportation system. Furthermore, completion of the twinning initiatives will increase safety and "user-friendliness" of the highways. It is expected that twinning on Highways 1 and 16 will be complete in 2007.

When a portion of twinning for a corridor opens to traffic, it contributes to the cumulative percentage opened for that corridor. When the twinning of a corridor is completed, its cumulative percentage opened to traffic is 100 per cent.

In 1997, the Province committed to complete twinning the Trans-Canada and Highway 16 between North Battleford and Lloydminster on these specific timelines:

- Highway 1 west (108 km): Complete in the year 2008
- Highway 16 west (103 km): Complete in the year 2010
- Highway 1 east (168 km): Complete in the year 2012

In 2001-02, the Province committed to accelerate twinning Highway 1 west so it would be completed in 2004. On March 5, 2003, the Province and federal government announced a funding partnership that would complete twinning as follows:

- Highway 1 west in 2003 (now completed)
- Highway 16 between North Battleford and Lloydminster in 2007
- Highway 1 east in 2007

In 2005, Highway 11 from Saskatoon to Prince Albert was added to the National Highway System. On March 23, 2005, the Province announced its intent to twin 111 km on Highway 11 between Saskatoon and Prince Albert.

The Department has a high level of influence over this performance measure because it is responsible to develop a schedule, which will complete the twinning within the identified time frame.

What are we measuring?	**Progress to date**
Cumulative per cent of primary weight expansion completed	0% *[2005]*

Expanding the primary weight network in Saskatchewan is a key component of rural economic corridors and for a competitive provincial economy. Having access to a primary weight highway network is a significant efficiency gain for many businesses. An expanded primary weight system will also support existing economic activities, encouraging further development in these rural areas. Beyond cost savings to producers and shippers, concentrated truck haul on primary weight corridors will reduce pressure on other rural highways, and fewer truck journeys result in lower levels of greenhouse gas emissions.

This measure indicates progress on the Department's plan to increase the amount of highways available at primary weights. In July 2006, the Department implemented the first phase of the primary weight expansion by allowing 1,190 km of highways to haul primary weights for nine months of the year, adding to the nearly 8,400 km of regulated primary weight highways in the province.

The Department has a relatively high level of influence over this measure. Phase 1 of the expansion was completed in fiscal 2006-07. The Department is responsible for developing the schedule to complete the Phase 2 upgrades to primary weights, but progress is determined by available funding.

OBJECTIVE 2 – Reduced cost of moving goods and people by road, rail, air, and marine

This objective's intent relates to efficiency gains for various transportation modes, which is a driving factor behind the integrated TEA strategy. Exports account for 70 per cent of provincial Gross Domestic Product (GDP) and transportation costs are the single highest component in moving bulk commodities. The Department's ability to generate efficiencies for shippers and travellers has a direct and fundamental impact on the province's ability to grow and prosper.

Key Actions for 2007-08

- Implement an urban economic connector policy.
- Provide seven days per week, 98 per cent reliable ferry crossing service on the provincial highway system.
- Provide seven days per week, 98 per cent reliable airport services at the 18 provincial airports.
- Participate on national and regional transportation councils.
- Continue to work with western provinces to harmonize Vehicle Weight and Dimension Regulations to facilitate the use of more safe and efficient vehicle configurations.
- Continue to work with shippers and the trucking industry to reduce the cost of transportation through participation in the Transportation Partnership Program (TPP).
- In co-operation with key stakeholders, explore opportunities for increasing air transportation service to key regional airports in southern Saskatchewan.

The Department continues to seek out improvements in the set of performance measures for this objective. Since the objective's intent relates to efficiency gains for various transportation modes including road, rail, air, and marine, it is important to have indicators that show progress towards a competitive environment for the province's industries, producers, and shippers. However, these measures are more difficult to develop and the Department will only have a moderate level of influence on the results rather than direct control.

What are we measuring?	**Progress to date**
Value of economic development generated by the Department's trucking programs	$60 million *[2000]* $68 million *[2004]*

This measure gauges the benefit to the provincial economy of trucking partnership agreements that increase transportation efficiency for carriers and shippers participating in the TPP. Increased efficiency reduces trucking costs and makes Saskatchewan companies more competitive in the global marketplace. The baseline and methodology for this measure were documented in a July 2000 study of the TPP.

The Department influences this performance measure because it develops the weight regime and policy framework for the TPP. If the policy framework is compatible with the needs of Saskatchewan shippers and carriers, more trucking partnerships can be developed, increasing the amount of savings for our partners.

The methodology for the calculation of economic development generated by the trucking program was developed by a consultant in 2000, and was based on a three-year cycle of assessment. The report estimated $5 million in freight costs savings for trucking companies over three years. The Department is working with the methodology for this measure and is seeking ways to improve data collection that would allow for more timely, cost effective calculation of results.

GOAL 2

Well maintained transportation infrastructure for economic advantage

***OBJECTIVE 1** – Maintained transportation infrastructure network to meet the economic and social needs of the Province*

Maintaining transportation infrastructure in an acceptable state is an underlying principle of the Department's strategy. Effective maintenance of existing and emerging economic corridors is necessary to support economic and social development within the province, and it supports a competitive economy in the global market place.

The Department achieves this objective through preservation activities carried out by Department crews such as sealing, crackfilling, patching, small overlays, and surface failure repairs. For more intensive surface rehabilitations, work is primarily carried out by contractors.

The development of rural economic corridors and shortline rail corridors will also contribute to this objective. As traffic is re-directed to routes that can withstand heavy truck traffic, or transferred from road to rail, the rest of the system will benefit.

Key Actions for 2007-08

- Resurface 270 km of paved highway.
- Continue with the Department's bridge and large culvert inspection and replacement strategy by inspecting 50 per cent of the inventory annually and replacing 19 bridges/structures.
- Complete major rehabilitations on four bridges.
- Continue the Strategic Partnership Program to complete 18 km of TMS strengthening and pavement upgrades in partnership with municipalities.
- Invest more than $8 million to maintain gravel roads in the Northern Administration District.

What are we measuring?	Progress to date
Per cent of the National Highway System and Rural Economic Corridors in "good"condition	Under development

By measuring the percentage of the networks in "good" condition, the Department will show progress towards the desired result of maintaining or improving the surface condition of paved surfaces on the National Highway System and Rural Economic Corridors. The Department has utilized a similar measure in previous performance plans, however, a change in terminology from principal and regional highway systems to the National Highway System and Rural Economic Corridors will result in the development of a new baseline.

To determine if a pavement is in good condition, the Department uses a combined measurement of the road's rutting and ride, which is based on measurements and analysis conducted by the Department. On pavements rated "good", the road user would experience a smooth, comfortable ride with minimal ponded water in the wheel paths.

Factors like contractor progress, fluctuating input costs and the length of the construction season are outside of the Department's control, but influence the results of this measure.

What are we measuring?	Progress to date
Per cent of kilometres on the National Highway System rehabilitated to meet the targeted life cycle	Under development

This measure demonstrates the Province's ability to effectively manage the National Highway System on a long-term life cycle basis. Timely preventative maintenance will extend the life of a pavement and minimize the life cycle costs. Preventative maintenance treatments fix rutting and surface condition and prolong the life of the highway by extending the length of time before a more expensive and extensive rehabilitation is required.

It is important to note that the decision to resurface a highway is driven by surface condition not pavement age. Prudent infrastructure management dictates that there should always be some pavements beyond the expected life of a pavement if environmental, traffic, and material characteristics allow a pavement to perform better than expected.

This measure is similar to the measure the Department utilized in preceding plans: "Amount of principal pavements beyond their service life." As with the previous measure, changes in terminology precipitated the change to this measure. However, the change also translates the concept of pavement life cycles into less technical terms.

Although the Department develops the provincial highway improvement strategy, this strategy is affected by a number of factors outside of the Department's control. These factors include funding levels, length of the construction season, material availability, contractor progress, and weather and environmental considerations. Within this context, the Department strives to develop a provincial highway improvement strategy that maximizes the benefits of all expenditures and works towards providing a safe, efficient transportation system.

OBJECTIVE 2 – Reduced damage on the highway system caused by overweight vehicles

The volume of truck traffic on Saskatchewan roads continues to increase as a result of a growing economy, grain elevator closures, rail line abandonment, and increased trade with the United States.

The trend towards greater truck weights and larger dimensions puts pressure on our highways. The main method to reduce the number of overweight vehicles is to increase compliance with provincial vehicle weight and dimension regulations by enhanced weight enforcement activities.

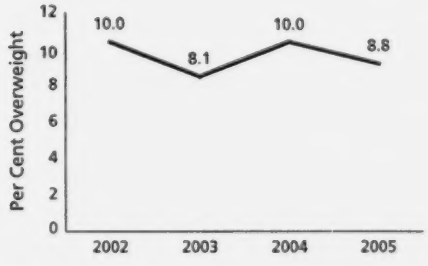
Key Actions for 2007-08

- Enter into weight compliance agreements with companies that have non-compliance tendencies to jointly monitor weights of trucks operating for the company.
- Use weight and safety focused enforcement blitzes on Rural Economic Corridors that have significant truck traffic.
- Continue to use emerging Remote Vehicle Inspection Station (RVIS) technology to target carrier weight violations.

What are we measuring?

Per cent of overweight trucks on the highway system

Progress to date



[Data Source: Department of Highways and Transportation – Transport Compliance Branch]

Overweight trucks cause more damage to the highway system than do legally loaded trucks. This performance measure monitors the effectiveness of the policies and enforcement actions in reducing the number of overweight vehicles.

A random sampling process is used to monitor the per cent of overweight vehicles. While this does not provide a statistically valid representation of the entire Province, it is a reliable indicator and will allow progress to be monitored in a cost effective manner.

The Department has a high level of influence over this performance measure. Increasing transport compliance resources combined with shipper liability legislation allows the Department to increase its weight compliance activities. An increased weight compliance presence on the provincial highway system should decrease the amount of overweight vehicles in the long-term because there is a higher chance overweight carriers will be caught. However, in the short term, a greater enforcement presence could also produce a higher than targeted result in this measure due to more enforcement.

GOAL 3

Safe movement of goods and people

OBJECTIVE 1 – Increased public awareness

Over the past several years, the Department has worked closely with its key stakeholders to share its strategic priorities regarding the provincial transportation system. Education, training, and public awareness activities can take many different forms. Enhancing awareness and understanding of transportation issues, department statutes, regulations programs, level of service standards, and public awareness campaigns such as Orange Zone and Snow Zone help to inform the public about travelling safely on our highways.

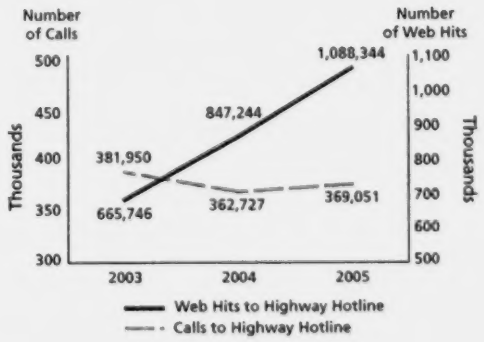
Key Actions for 2007-08

- Deliver the annual Orange Zone safety campaign.
- Deliver the annual Snow Zone safety campaign.
- Provide reliable Highway Hotline services with less than 10 hours total downtime between November 1 and April 1.

What are we measuring?

Number of calls and website hits to the Highway Hotline

Progress to date



The Highway Hotline provides information about the transportation system to the travelling public, business, and industry. Motorists can access the hotline through a toll-free phone line and the Department's website. The information provided most frequently applies to highway driving conditions, both summer and winter. Other information, such as weight restrictions, ferry information, and clearances of bridges and structures is also available.

The number of calls and website hits to the Highway Hotline are indicators of public awareness of this service. By increasing awareness of highway conditions, highway users can make informed decisions on travel, resulting in safer travel and reduced accident and injury rates.

The Department is able to influence the profile of the Highway Hotline by promoting it through major media campaigns, such as Snow Zone, and public relations activities. The Department is responsible for regularly updating road condition information on the hotline to keep it relevant, which will attract repeat calls or website visits. However, the Department has little influence over whether or not people choose to use the Highway Hotline or take precautions as a result of consulting with the hotline.

What are we measuring?	**Progress to date**
Recall of Snow Zone and Orange Zone ads	Under development

The Department runs two major safety awareness campaigns per year. During the road construction season, the Orange Zone campaign reminds motorists to slow to 60 km in highway construction and maintenance zones (orange zones) to ensure their safety and that of highway workers. The Snow Zone campaign runs during the winter months to remind motorists to travel with caution in the "mini blizzard" next to and behind operating snow plows.

Measuring the recall rate of these campaigns through regular public surveys, will indicate how well the campaigns resonate with the public.

The Department has a limited level of influence on this measure. It is responsible for developing the campaigns, allocating budget for paid advertising, and securing media placements, but ultimate responsibility for acting on the safety messages lies with motorists.

***OBJECTIVE 2** – Improved safety through program development and delivery*

Safe movement of people and goods is a fundamental expectation of transportation system users. It is also a continual focus of the Department in its design, operation, construction, and maintenance activities.

Key Actions for 2007-08

- Continue to work with participants in the Transportation Partnership Program (TPP) for improved safety.
- Continue to deliver the traffic signing safety program by replacing 8,300 single and double post regulatory, warning, guide and information signs in poor condition.
- Continue to deliver the traffic safety pavement marking program by completing 21,600 km of centreline marking and 27,890 km of edgeline marking on the surfaced system.
- Participate in "Roadcheck", an annual international safety inspection event, and conduct training and enforcement activities to increase commercial vehicle safety and regulatory compliance.
- Participate in the "Operation Air Brake" campaign as part of an international effort to reduce brake defects in commercial vehicles.
- Implement "Do You Fit" signage on all shortline railway crossings.
- Develop and complete road safety improvement projects through the annual Safety Improvement Program including an acceleration lane on Highway 1 near Balgonie and a turning lane on Highway 17 south of Lloydminster.
- Enhance legislation, policy, standards and practices relating to road design, traffic operations, traffic guidance, work zone, and roadside development.
- Review and approve provincial railway safety management plans to ensure that 100 per cent of provincial railway operators have approved plans.

What are we measuring?	**Progress to date**
Ratio of partnership trucking fleet collision rate compared to the Saskatchewan commercial trucking fleet collision rate	Under development

This measure compares the collision rate of trucks that take part in the Department's Transportation Partnership Program (TPP) to the rate of the regular Saskatchewan commercial fleet. The Department sets higher operating standards and requirements for trucks operating under partnership agreements than the average truck on the provincial highway system. This measure assists in monitoring the effectiveness of the TPP standards in promoting truck safety, and reducing collisions, while increasing transportation efficiency.

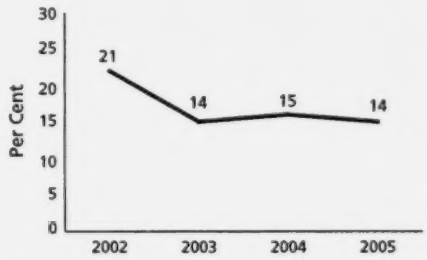
This measure previously compared the collision rate of trucks that take part in the Department's Transportation Partnership Program (TPP) to the rate of the regular Canadian commercial fleet. The change was made to compare the TPP fleet to the provincial fleet because it allows for a more meaningful comparison than comparison to the national fleet because provincial trucks operate under similar conditions to the TPP fleet.

The Department relies on data from SGI to calculate this measure, and there is always a one-year time lag in this data. The Department cannot influence the provincial commercial trucking collision rate. However, the Department develops the standards and policies required for vehicles and operators involved in the TPP. The Department monitors and enforces these policies and standards to ensure compliance in the TPP focuses on commercial vehicle safety and operator competence allowing their trucks to operate as safely as possible.

What are we measuring?

Per cent of commercial vehicles inspected that are not mechanically fit and placed out of service

Progress to date



[Data Source: Department of Highways and Transportation – Transport Compliance Branch]

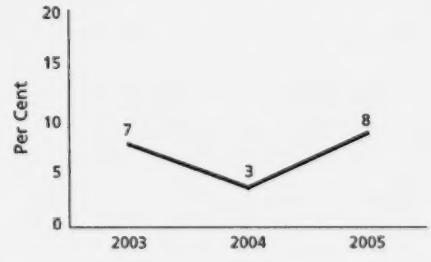
This measure provides an indication of the success of the Department's safety communications messaging and enforcement efforts by monitoring the change in commercial vehicle safety rates. It measures the amount of commercial vehicles that are not mechanically fit, but are still operating on the highway system. Decreasing the percentage of not mechanically fit vehicles will reduce the number of collisions on the highway system caused by unsafe commercial vehicles.

The Department has some influence over this performance measure. Increasing transport compliance resources and focusing efforts on commercial vehicle safety inspections and communication in conjunction with weight compliance activities increases the importance and profile of commercial vehicle safety for Saskatchewan carriers. This should help reduce the number of unsafe trucks on the provincial highway system.

What are we measuring?

Per cent of Department fleet inspected that are not mechanically fit and placed out of service

Progress to date



In addition to enhancing the safety of commercial vehicles, the Department has a responsibility to ensure that its own fleet is safe. Department fleet vehicles undergo the same safety inspections as commercial vehicles.

Fleet vehicles are used for activities such as road repair and snow and ice control, which subject them to more strenuous conditions than regular commercial vehicles. A well-maintained fleet also contributes to public safety by being able to provide timely snow removal, ice treatment, and road repairs.

The Department has a high level of influence over this measure as it is responsible for maintenance activities and equipment budgets.

What are we measuring?	**Progress to date**
The Department is developing a new safety indicator to replace the previously published measure "Per cent of accidents involving injury or fatality" with a measure that is more indicative of the Department's safety improvement activities	Under development

GOAL 4

Transportation contributes to socio-economic development

***OBJECTIVE 1** – Implement the provincial Northern Economic Infrastructure Strategy*

The Department continues to improve northern economic infrastructure through the Northern Economic Infrastructure Strategy (NEIS). The NEIS involves improving existing road networks in northern regions of the province, expanding the network of all-weather roads to provide access for currently isolated communities and improving access to small airports in northern areas. Strategic investments in northern corridors will connect to forestry, mining and exploration interests, improve tourism potential, improve access for employment and health care, and reduce transportation costs for goods and services.

The strategy contains elements necessary to provide the economic and social connections Saskatchewan's northern citizens require to share in the future prosperity of Saskatchewan and Canada. The goals of the NEIS are to provide greater economic opportunities to residents of isolated northern communities, trigger economic growth and expansion (particularly in resource-based industries), and reduce social and economic inequality between northern residents and those in the southern regions of the province. The network developed through NEIS in the Province's northern region will act as a feeder into the primary transportation network, moving goods and people that otherwise would not have access.

Capacity building in the north is another important aspect of the NEIS. Capacity-building will directly involve northern participation in infrastructure development through procurement, business development, training, and employment initiatives. Local participation in road projects will increase northern employment opportunities and economic benefits, which will in turn, improve social conditions.

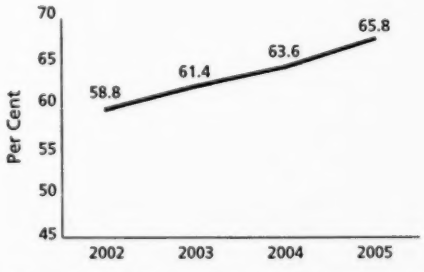
Key Actions for 2007-08

- Invest in the Northern Economic Infrastructure Strategy (NEIS) including:
  - ~ construct improvement projects on economic corridors and community access roads, including Highway 106, Highway 155 in the Beauval area, and Highway 918 in the Patuanak area;
  - ~ continue work on Athabasca Basin Roads, including Highway 905 and the access road into Wollaston Lake Highway 995; and
  - ~ continue work on the Garson Lake Road, Highway 956 as part of the link to Fort McMurray, Alberta.
- Continue to pursue partnership opportunities with the federal government and industry in support of NEIS.

What are we measuring?

Cumulative per cent of northern community access roads improved

Progress to date



[Data Source: Department of Highways and Transportation – Highway Inventory System]

Improving connections in the north serves a dual purpose of strengthening provincial economic development and better serving the social transportation needs of northern residents. This measure demonstrates the Department's progress on both fronts.

A Northern Community Access Road is defined as any road that provides access to a northern community, regardless of the road's length.

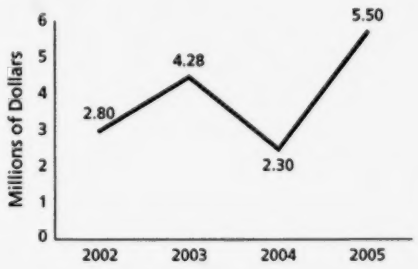
Improvements include roads that are rehabilitated or upgraded. In 2001, the Department identified 1,130 km of provincial highways in northern Saskatchewan as Northern Community Access Roads. The Department expects that implementation of the NEIS will expand the system of access roads and therefore the baseline for this measure will be re-stated to capture work related to the NEIS in future plans.

Although the Department develops the provincial highway improvement strategy, this strategy is affected by numerous factors outside Department control. These factors include funding levels, length of the construction season, material availability, weather and environmental considerations, and contractor progress/scheduling. Within this context, the Department targets funding to improving northern community access roads.

What are we measuring?

Value of work completed by northern contractors/communities

Progress to date



[Data Source: Department of Highways and Transportation – Highway Inventory System]

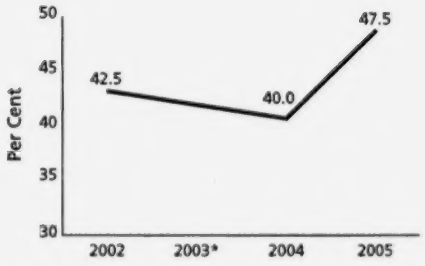
This measures the dollar value of work delivered by northern contractors in the Northern Administration District (NAD), indicating opportunity provided to northern residents to deliver transportation services and build capacity that will support northern economic and social development. This measure encompasses the entire NAD and includes both non-NEIS and NEIS projects, and is expected to capture increased activity from investments under NEIS.

A northern contractor is defined as any company with a base operation in the NAD employing personnel who reside in the NAD. These contracts range from hiring one truck to large construction or maintenance contracts, which may be tendered. Northern communities that complete contract work for DHT are also considered contractors. The value of the contract is the amount paid to the contractor and does not include materials.

What are we measuring?

Per cent of northern residents employed by contractors on Department construction projects in northern Saskatchewan

Progress to date



* *Data not available*

Specifying a minimum target for northern residents employed on northern construction projects provides additional economic development opportunities in northern Saskatchewan. The resulting increase in northern employment will also improve living conditions. Pay rates are to be commensurate with those for other employees doing similar work with similar experience.

In the late 1990's, initial target levels were 20 to 50 per cent, depending on work type, with long-term targets set at 65 to 70 per cent. The Road Builders and Heavy Construction Association of Saskatchewan have established a Standard Practices subcommittee to look into reasonable increases for target levels. The Department works with Road Builders on the Standard Practices subcommittee to establish the minimum target. The Department does not have direct influence over this measure, as hiring is the private contractor's responsibility. However, the Department has bonus/penalty clauses in its northern contracts that encourage contractors to meet the target.

This measure also includes NEIS and non-NEIS projects, and as with the preceding measure, it will capture increased activity from investments under NEIS.

OBJECTIVE 2 – Improved access for First Nations Communities

Of the 58 southern First Nations communities, there are 33 that do not have mud free, dust free road access to the provincial highway system. The lack of adequate transportation infrastructure means higher travel costs, less dependable access, and longer travel times compared to most rural centres. Providing First Nations communities with road access that is comparable to rural communities will be a key step in providing access to Saskatchewan's prospering economy.

Key Actions for 2007-08

- Continue grading and paving on roads leading to Shoal Lake and Red Earth First Nations.
- Continue improvements on access roads to Big River (Cyr Road), Witchekan Lake, Onion Lake, and the Fort Qu'Appelle All Nations Healing Hospital.

What are we measuring?	Progress to date
Change in First Nation population served by a surfaced access road	Under development

Many First Nations communities in southern Saskatchewan lack surfaced road access compared to other similar sized rural communities. Improving access to these communities will help fulfill the Department's mandate to promote economic and social development through the use of transportation networks. This measure reflects the number of people who are directly impacted by the completion of improved access roads.

OBJECTIVE 3 – Effective environmental stewardship

The transportation system must be sustainable from an environmental perspective. Changes that may affect Saskatchewan's ecosystems are being overseen with complete and careful consideration given to the results of those changes. There is a need to develop a consistent systematic approach to meet our commitments to the environment, recognizing both Department business processes and the complex interactions between the environment and the numerous actions undertaken for transportation planning, highway design, construction, operations and maintenance.

Key Actions for 2007-08

- To complete five Phase 2 environmental studies to determine and commence environmental remedial actions at Department salt storage yards (note: Phase 1 assessments have been completed).
- To prepare and submit environmental monitoring reports as required by the federal Department of Fisheries and Oceans and other provincial or federal agencies.
- Monitor success of implementing the Department's Road Salt Management Plan.

What are we measuring?	Progress to date
Under development	Under development

The Department continues to work on a suitable measure for this objective. A measure of regulatory compliance is one of the options being pursued. In addition to the specific key actions the Department will undertake in this area, other Department priorities contribute to this objective. Primary weight expansion, shortline railway, and improved northern infrastructure will decrease the number of truck trips, reduce delays and congestion, or transfer traffic from road to rail, thereby lowering greenhouse gas emissions.

GOAL 5

Organizational excellence

OBJECTIVE 1 – Increased workplace safety

Many of the Department's activities take place in a high risk environment as employees work near high-speed vehicles, around heavy equipment or in an industrial construction setting. The safety of employees and contractors is of critical importance to the Department. Through various policies and programs, the Department strives to provide a work environment that is free from harassment and discrimination, meets the physical needs of employees, provides a sense of safety and security, and promotes a healthy attitude.

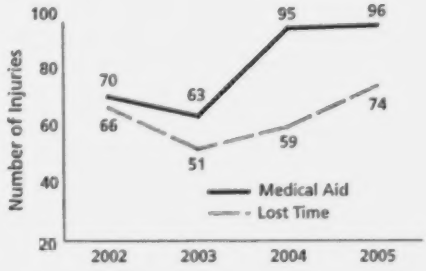
Key Actions for 2007-08

- Undertake workplace safety audits.

What are we measuring?

Number and severity of at-work injuries

Progress to date



[Data Source: Department of Highways and Transportation – Human Resources Branch, Occupational Health and Safety Statistics

The number and severity of at-work injuries is an indicator of the effectiveness of safety programs and the overall level of safety in the workplace. Workplace accidents are separated into two categories: medical aid accidents and lost time accidents.

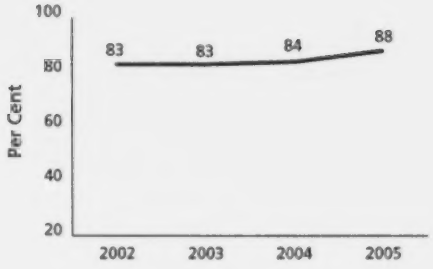
Medical aid accidents are those accidents in which the employee required medical aid after the accident, but did not require time off work to recover from the accident. Lost time accidents are those accidents in which the employee required time off to recover from the accident.

Department safety programs and policies influence the number of accidents. However, there will be significant annual variations. Accident reporting may increase as employees become more aware of safety policies and programs.

What are we measuring?

Yearly average results of contractor traffic accommodation work zone audits

Progress to date



This measures the effectiveness of Department staff and contractors in providing a safe work zone. A higher annual average indicates that the Department and contractors are doing a better job of ensuring work zones are safe for workers and motorists. Increased compliance with standard traffic control measures in work zones will reduce the number of traffic accidents in work zones and protect highway workers. Safe work zones also improve the safety of the motoring public.

The audit process provides an opportunity for the Project Manager and Traffic Accommodation Supervisor to increase their knowledge of standards and correct application of the Traffic Control Devices Manual for Work Zones. Ultimately, this should result in fewer incidents and accidents.

The Department has a high level of influence on this performance measure. It develops the contractor specifications, which stipulate the work zone traffic accommodation requirements. While the contractor is responsible for traffic accommodation in the work zone, the Department generally has a representative on each construction site to enforce the work zone traffic accommodations requirements.

There are many factors such as weather, driver behaviour including driving while impaired, which are beyond the Department's control and influence work zone traffic safety. However, the Department's standards and procedures for maintaining safe work zones will reduce the risk that work zone accidents will occur and mitigate the impact of any incidents that do occur.

OBJECTIVE 2 – Increased organizational capacity to manage for results

Developing the capacity of its staff is important to ensure Highways and Transportation can meet its goals and objectives and deliver its mandate now and into the future. The Department participates in number of initiatives designed to develop employees' skills and to attract and retain staff.

Key Actions for 2007-08

- Continue with the accreditation process through the Commission on Accreditation for Law Enforcement Agencies (CALEA) to ensure Department policies and practices are congruent with the best practices in law enforcement.
- Develop and implement recruitment and retention strategies for youth, First Nations, and hard-to-recruit occupations.
- Continue to deliver the Leadership Development Program to develop Department leadership capacity.
- Continue to develop project management competencies within the Department.

What are we measuring?	Progress to date
Under development	Under development

For More Information

The Department is confident that this report provides useful information about its future plans. If you have any questions or comments, or would like additional copies of the 2007-08 Performance Plan, we invite you to call 787-4804 or contact:

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Regina, Saskatchewan S4P 3T2

Or send us an e-mail through the Saskatchewan Highways and Transportation website:
www.highways.gov.sk.ca/

Visit our website to find out about:

- Transportation for Economic Advantage
- 2007-08 Tenders
- Road Conditions and Travellers Information
- Saskatchewan Truckers Guide